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BASIC FIELD MANUAL. MILITARY COURTESY AND
DISCIPLINE.

FM 21-50,



~~PROPERTY OF THE TRAINING DIVISION~~

FM 21-50

WAR DEPARTMENT

BASIC FIELD MANUAL

MILITARY COURTESY
AND DISCIPLINE

June 15, 1942

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BASIC FIELD MANUAL

MILITARY COURTESY AND DISCIPLINE



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BY ORDER OF THE SECRETARY OF WAR:

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(For explanation of symbols see FM 21-6.)

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BASIC FIELD MANUAL

MILITARY COURTESY AND DISCIPLINE

(This manual supersedes FM 21-50, January 31, 1941, including C1, January 17, 1942.)

SECTION I

MILITARY DISCIPLINE

■ 1. GENERAL.—*a.* Military discipline is prompt, intelligent, willing, and cheerful obedience to the will of the leader. Its basis is the voluntary subordination of the individual to the welfare of the group. It is the cementing force which binds the members of a unit; which endures after the leader has fallen and every semblance of authority has vanished—it is the spirit of the military team.

b. Discipline establishes a state of mind which produces proper action and prompt cooperation under all circumstances, regardless of obstacles. It creates in the individual a desire and determination to undertake and accomplish any mission assigned by the leader; and, in the leader's absence, to make and carry out decisions which it is believed he would make if present.

c. Acceptance of the authority of a leader does not mean that the individual soldier surrenders all freedom of action, or that he has no individual responsibility. On the contrary, the American system of discipline calls for active cooperation from the subordinate, and emphasizes his importance as an individual.

d. True military discipline extends deeper than and beyond mere outward sign. While proper dress and smartness of appearance are desirable and conducive to good discipline, they are not alone conclusive proof of *true* discipline. A more positive indication is the behavior of individuals or units away from the presence or guidance of their superiors.

■ 2. IMPORTANCE.—*a.* In spite of advances in technique, man is and always will be the fundamental element in war. He is most valuable as an individual when he has developed a strong

moral fiber exemplified by self-respect, self-reliance, and confidence in his leaders and comrades. Modern warfare requires self-reliance in every grade; it calls for individuals capable of independent thought and action, inspired by the distinct feeling that as members of the team they are competent to cope with any situation, set of conditions, or combination of adversaries.

b. The ultimate purpose of all military training is effectiveness in battle. In modern combat, only well-disciplined troops exercising cooperative and coordinated effort can win. Without discipline, a group of men is incapable of organized and sustained effort. With discipline comes the feeling of true comradeship that permits the individual to forget himself and act only for the best interests of the group. (See FM 100-5.)

■ 3. ATTAINMENT (see sec. IV).—a. Military discipline can be attained only by careful and systematic education and training. All types of training which develop positive qualities of pride, honor, loyalty, confidence, initiative, and teamwork are essential. There is no perfect formula for such training, as no two groups or even two individuals will respond in the same manner. It is essential that the civilian environment of a soldier be kept in mind, since it may differ radically from that of the Army. The necessary transition may be a slow, laborious process requiring infinite patience and consideration on the part of the leader. Impossible or unnecessary demands will quickly undermine or even destroy the self-confidence so necessary in well-disciplined individuals and units. Drills which require accuracy and mental and physical coordination assist in attaining discipline. Short, varied exercises in group physical training are valuable. Competitive drills, exercises, and games aid the growth of the group spirit.

b. Good leadership, based on professional ability, personality, and character, is essential to the attainment of military discipline. The key to effective leadership is the development of respect and mutual confidence. The successful leader must demonstrate that he has the intelligence and the energy to cope with his responsibilities. He must show that he is a true member of the unit by leaving nothing

undone to promote the unit's comfort, welfare, and prestige. He develops loyalty and respect through consideration and fairness, and through sharing dangers and hardships, as well as joys and success.

c. A sense of individual pride and responsibility is essential to good discipline. A soldier must be made to realize that all of his acts are reflected on the unit to which he belongs. Pride in his organization is aroused when he feels that he has a share in developing its good name. Leaders must use their ingenuity to create opportunities which place responsibility on individuals appropriate to their grade and experience.

d. Good morale is conducive to good discipline. It implies contentment and warrants the leader's closest attention. Suitable living conditions, physical welfare, appetizing food, healthful recreation, and time for relaxation all contribute to morale.

e. Mutual trust is essential for group unity. It stimulates and fosters that unity of purpose and spirit which is the very heart of a unit's power.

■ 4. MAINTENANCE (see sec. IV).—a. Discipline is maintained in much the same manner as it is attained—by common sense, good judgment, and justice on the part of the leader, and high morale, pride, and responsibility on the part of the men.

b. Self-respect must be maintained at all costs. Corrections are made privately whenever practicable and are never degrading in nature.

c. Commendation for duty well performed or honest effort is equally as important as admonition, reprimand, or other corrective measures for delinquencies.

d. Leaders must realize that while firmness is a military requisite, it does not necessitate harshness of manner or of tone. Impatience, angry rebuke, or violent and profane speech shows a lack of self-control in the leader and quickly destroys respect and the cooperative spirit in the men.

e. The leader must make his subordinates realize that the authority which he exercises is used solely to permit him to fulfill the obligations which his responsibilities impose on him. He must make it clear to all seniors as well as sub-

ordinates that he is prepared to accept the full responsibility for any failure on the part of the unit.

SECTION II

MILITARY COURTESY

■ 5. GENERAL.—*a.* Courtesy is the expression of consideration for others. Courtesy is important in civil life to eliminate friction and make personal associations pleasant. In military life courtesy is vital, for only by constant consideration for others does one show that appreciation of their importance which produces the cooperation of all toward concerted effort. It is for this reason that so much emphasis is laid on military courtesy.

b. Courtesy is shown toward all. It is just as important to be courteous to juniors as to seniors. The courtesy rendered a leader by his subordinates is rendered to the responsible position he holds. It expresses an appreciation of the importance of his contributions to the group effort. The courtesy of the leader toward his subordinates expresses his realization of their importance in that same effort.

c. The methods of expressing military courtesy are distinctive and precise. Their prompt and smart observance stresses the importance of the consideration which they express. Slovenly, grudging, or perfunctory execution is discourteous; it indicates a lack of consideration for others, and thus marks the individual as one who is not a true member of the military team.

d. The courtesy which marks military ceremonies has a far-reaching importance. A salute to the flag is a declaration of loyalty to the principles and ideals of which the flag is the material symbol, and to the nation dedicated to these principles. When a military man presents arms at retreat or salutes a senior, it is a recognition of the organized authority of the nation, the protection of which is the reason for existence of the Army.

■ 6. SALUTES (see FM 22-5).—The most important of all military courtesies is the salute. This is because it is at once the most obvious and the most used. The proper execution of the salute distinguishes the military man. The salute serves two

purposes: as the act of recognition between members of the military profession, and as an indication of respect for authority. The salute is not a mark of subservience, it is an indication of the possession of military courtesy and discipline by those who render it. Its omission indicates a lack of courtesy which is a mark of poor discipline.

■ 7. GENERAL RULES AND DEFINITIONS IN REGARD TO SALUTING.—

a. All persons in the military service are required to salute at all times when they meet and recognize persons entitled to the salute, the junior saluting first. (For exceptions see *m* below and par. 8b.)

b. Those persons entitled to the salute are commissioned officers of the Army, Navy, Marine Corps, Coast Guard, and commissioned officers of allied nations in time of war. It is also customary to salute officers of friendly foreign countries when recognized as such.

c. Saluting distance is that distance at which recognition is easy. Usually it does not exceed 30 paces. The salute is rendered before the person to be saluted approaches closer than 6 paces. This permits him time to recognize and return the salute.

d. In executing the salute (see fig. 1) the head is turned so as to observe the person saluted (see FM 22-5). The salute is held until returned by the person saluted or until he has passed. A salute is returned by all officers entitled to it unless they are in formation, when only the senior returns the salute (see *m* below for exceptions). The salute must never be rendered in a casual or perfunctory manner, nor with pipe, cigar, or cigarette held in the mouth or in the right hand.

e. An enlisted man dressed in civilian clothes salutes an officer when he recognizes him, even when both are in civilian clothes.

f. Covered or uncovered, salutes are exchanged in the same manner.

g. The salute is rendered but *once* if the senior remains in the immediate vicinity and no conversation takes place. If a conversation takes place, the junior again salutes the senior on departing or when the senior leaves. (See *k* below.)

h. Usually the junior salutes first. However, in making re-

ports, the person rendering the report salutes first, regardless of rank. An example of this is the case of a battalion commander rendering a report to the regimental adjutant during a ceremony.

i. The salute is rendered only at a halt or a walk. If running, a person comes down to a walk before saluting; a mounted person at a trot or gallop comes down to the walk to salute.

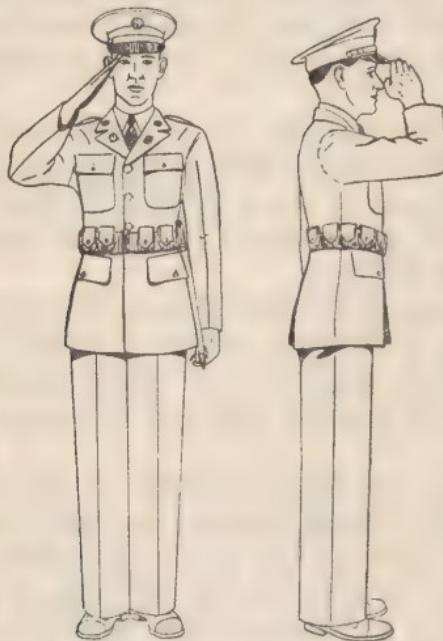


FIGURE 1.—Hand salute.

j. Organization or detachment commanders, when not a part of a larger formation, salute officers of higher grades by bringing the organization or detachment to attention before saluting. (See fig. 3.)

k. The salute is always rendered by a junior on reporting to a senior. He will also salute on the termination of the interview, or upon leaving.

l. A junior, if seated, rises when addressed by a senior. He comes to attention at all times when addressed by a senior.

m. One does *not* salute when—

- (1) Standing to horse or leading a horse.
- (2) Indoors, except when reporting to a senior. (See par. 8b(3).)

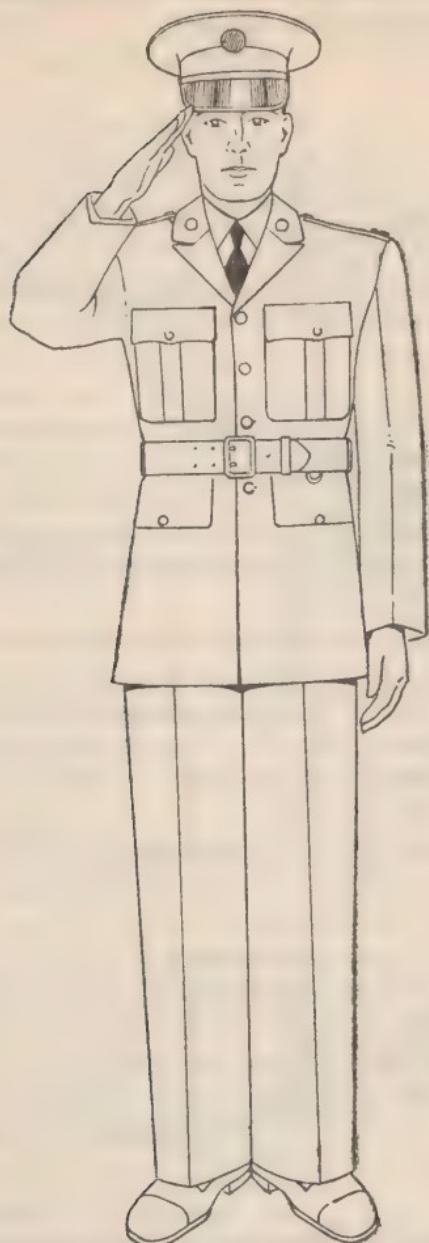


FIGURE 2.—Without arms (or armed with pistol).

- (3) Carrying articles with both hands, or when otherwise so occupied as to make saluting impracticable.
- (4) Driving a vehicle in motion.

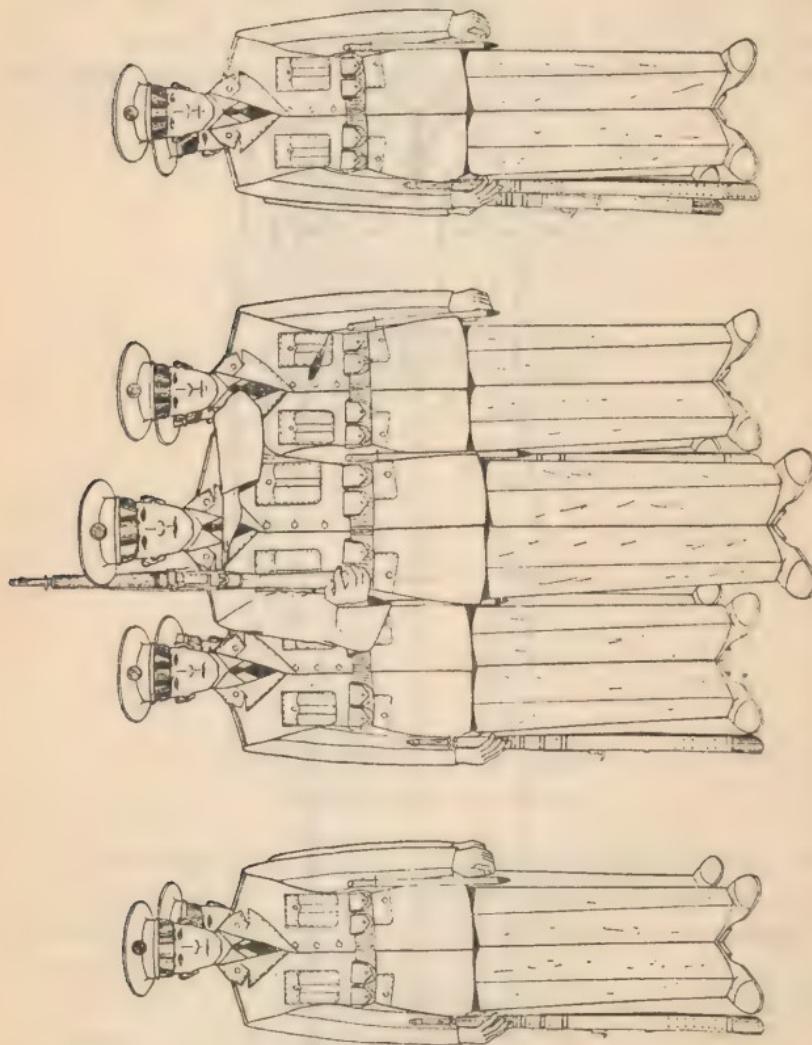


FIGURE 3.—Detachment (not at ceremony).

- (5) In campaign, or under simulated campaign conditions, except when reporting to a senior.
- (6) A member of a guard, engaged in the performance of a specific duty, the proper execution of which prevents saluting.

(7) In ranks. Under such circumstances, the enlisted man comes to attention when addressed by an officer.

(8) A prisoner.

(9) Actually engaged in games. (For exceptions see par. 8a(2).)

(10) In a public conveyance.

(11) At work. (See par. 8a(2).)

(12) In any case not covered by these instructions, or when there is a reasonable doubt, the salute will be rendered.

■ 8. SALUTING INDIVIDUALS.—*a. Outdoors.*—(1) *Definitions.*—

(a) The term "out of doors" is construed to include such buildings as drill halls, riding halls, gymnasiums, and other roofed inclosures used for drill or exercise of troops.

(b) The expression "under arms" will be understood to mean with arms in hand, or having attached to the person a hand arm, or the equipment pertaining directly to the arm, such as a cartridge belt, pistol holster, or automatic rifle belt. (Exception: officers wearing the officer's belt M1921, without arms attached.)

(2) *In a group, not in formation.*—(a) When actually engaged at games, one does not salute.

(b) *At work.*—Details at work do not salute. The officer or noncommissioned officer in charge, if not actively engaged at the time, salutes or acknowledges salutes for the entire detail.

(c) *Not at work or participating in game.*—On the approach of an officer, the group of enlisted men is called to attention by the first person noticing him, and all salute.

(3) *In formation.*—A detachment or unit in formation is called to attention by the individual in charge, who then executes the salute (see fig. 3). If the person to whom the honor is rendered passes in rear of the formation, the detachment commander calls the group to attention, faces the front, but does not salute.

(4) *In a vehicle.*—(a) Drivers of motor vehicles salute only when the vehicle is at a halt.

(b) Drivers of horse-drawn vehicles salute only when halted and both hands are not required for control of the team.

(c) Any individual in a vehicle, other than the driver,

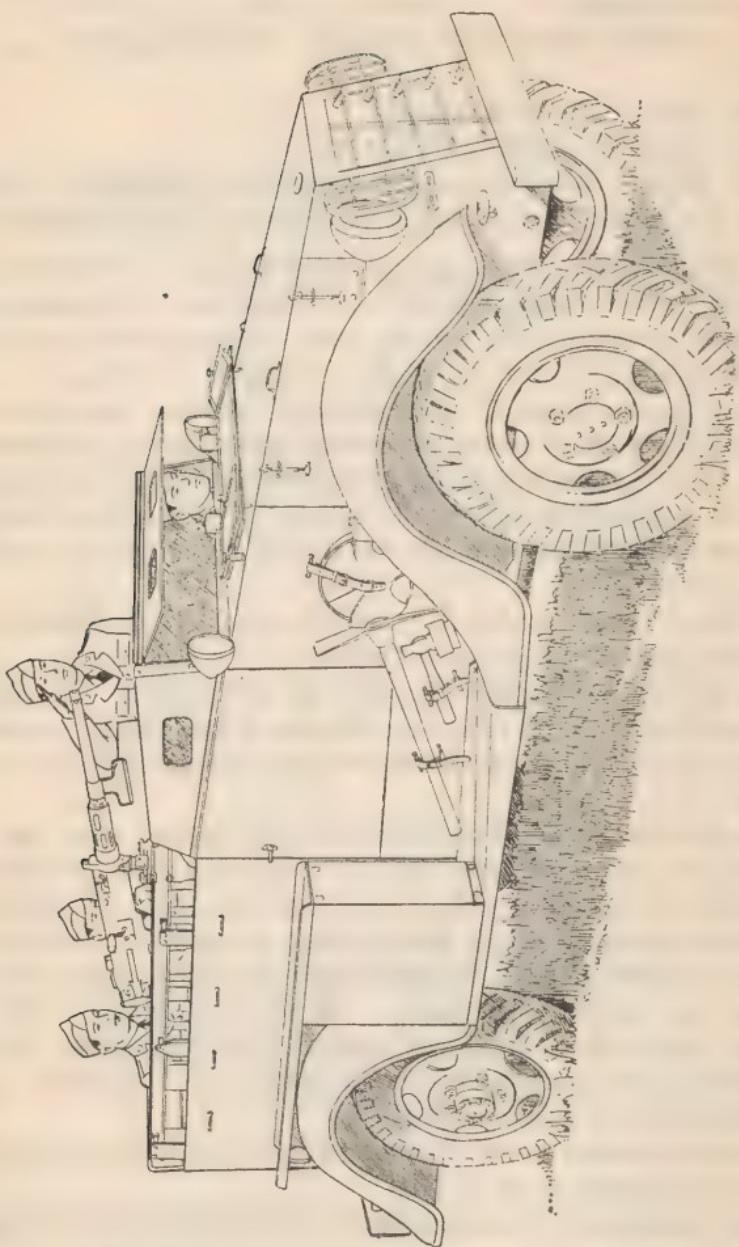


FIGURE 4.—Individual in charge salutes.

renders the hand salute whether the vehicle is halted or in motion. In case a detail is riding in a vehicle, the individual in charge renders the hand salute for the entire detail. (See fig. 4.)

(d) Salutes are not rendered in public conveyances.

(5) *On guard duty.*—(a) In garrison, sentinels posted with a rifle salute by presenting arms after first halting and facing the music, person, or colors (see fig. 5). During hours for challenging, the first salute is rendered as soon as the officer has been duly recognized and advanced. (See FM 26-5 and 22-5.)

(b) A dismounted sentinel armed with the carbine does not salute after challenging. He stands at PORT ARMS until the challenged party has passed. (See FM 22-5.)

(c) A mounted or dismounted sentinel armed with a pistol does not salute after challenging. He executes RAISE PISTOL and retains that position until the challenged party has been passed. (See FM 22-5.)

(d) A sentinel in conversation with an officer will not interrupt the conversation to salute another officer. In the event the officer with whom the sentinel is conversing salutes a senior, the sentinel will also salute.

(e) A prison guard armed with a rifle executes the rifle salute. (See fig. 6.)

b. *Indoors.*—(1) When the word "indoors" is used in these regulations, it is construed to mean offices, hallways, kitchens, orderly rooms, recreation rooms, bathrooms, squad rooms, etc.

(2) In general, salutes are not exchanged indoors, except when reporting to a senior, or when posted as a sentry or guard.

(3) When reporting to an officer in his office, a junior removes headdress (unless under arms), knocks, and enters when told to do so. Upon entering, he marches up to within about 2 paces of the officer's desk, halts, completes the salute, and says: "Sir, _____ reports to _____" (using names and grades). (See fig. 7.) For example, "Sir, Pvt. Jones reports to Capt. Smith" or "Sir, Pvt. Jones reports to the company commander". Except for formal reports, such as are indicated above, the conversation is carried on in the first and second person. When the business is

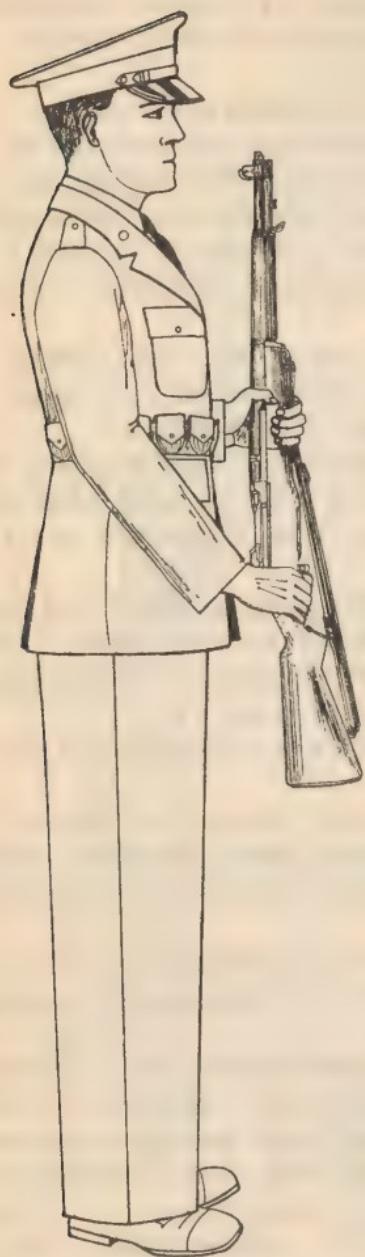


FIGURE 5.—Sentinel.

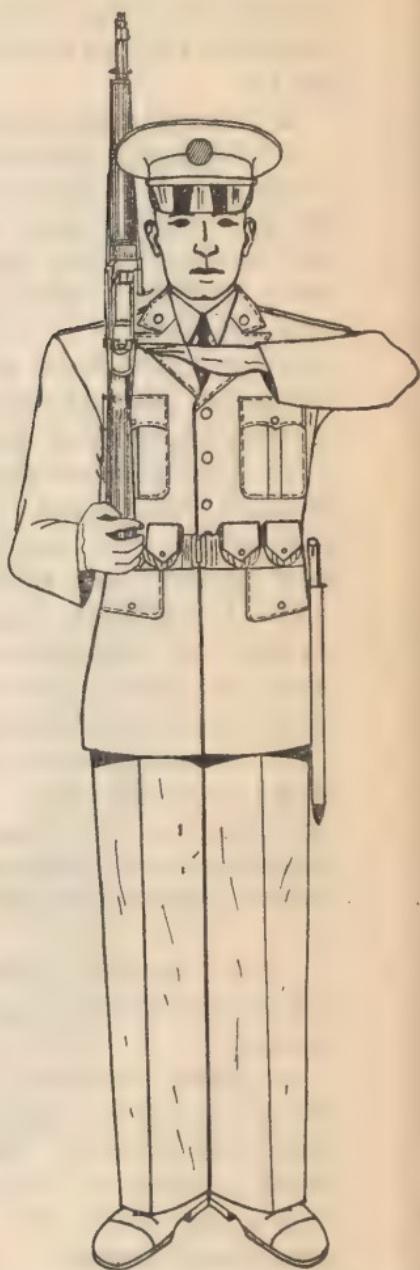


FIGURE 6.—Armed with rifle.

completed, the junior salutes, executes "about face," and withdraws. If the junior reports under arms, he does not remove his headdress but executes a hand salute.

(4) If an enlisted man desires to speak to his company commander, he must normally obtain the first sergeant's permission to do so, and when reporting to his commanding officer he says: "Sir, Pvt. Jones has the first sergeant's permission to speak to the company commander".



FIGURE 7.—Without hat or cap.

(5) The junior uncovers (unless under arms) on entering a room in the presence of a senior.

(6) A soldier reporting for pay answers "Here" when his name is called, steps up to the pay table, salutes the officer making payment, counts his money as it is placed before him, picks it up, and leaves the room. The officer making payment does not return the salute.

(7) An enlisted man posted as a sentinel, or a guard in formation indoors, will render the salute as for outdoors. (See fig. 5.)

(8) When an officer enters a room or tent, enlisted men present will uncover (if unarmed) and stand at attention until the officer indicates otherwise or leaves the room. When more than one person is present in the room or tent, the first to perceive the officer will command: ATTENTION.

(9) When an officer enters a room or a tent used as an office, workshop, or recreation room, those at work or play therein are not required to come to attention unless addressed by the officer. In the transaction of routine business between officers and enlisted men seated at work, it is not necessary that the latter rise.

(10) When an officer enters a mess room or mess tent, enlisted men seated at meals will remain seated "at ease" and continue eating unless the officer directs otherwise. An individual directly addressed ceases to eat and sits at attention until completion of the conversation.

■ 9. HONORS TO THE "NATIONAL ANTHEM" OR "TO THE COLOR (STANDARD)."—*a. Outdoors.*—Whenever and wherever the "National Anthem" or "To the Color (Standard)" is played (not in formation)—

(1) At the first note thereof, all dismounted personnel present will face the music, stand at attention, and render the prescribed salute, except that at the "Escort of the Color" or at "Retreat" they will face toward the color or flag. The position of salute will be retained until the last note of the music is sounded.

(2) Those mounted on animals will halt and render the salute mounted. Individuals leading animals or standing to horse will stand at attention but will not salute.

(3) Vehicles in motion will be brought to a halt. Persons riding in a passenger car or motorcycle will dismount and salute as directed in (1) above. Occupants of other types of military vehicles remain seated at attention in the vehicle, the individual in charge of each vehicle dismounting and rendering the hand salute. Tank or armored car commanders salute from the vehicle.

(4) The above marks of respect are shown the national anthem of any friendly country when played upon official occasions.

b. *Indoors*.—When indoors, officers and enlisted men will stand at attention and face the music or the flag if one is present. They will not salute.

■ 10. OTHER HONORS.—a. *To the national colors*.—(1) When passing or being passed by an *uncased* national color or standard, honors are rendered by saluting when the color or standard is 6 paces away and is held until it has passed or has been passed by 6 paces.

(2) Small flags carried by individuals, and flags on flag poles are not saluted.

b. *Personal honors*.—(1) When personal honors are rendered, officers and men present, not in formation, salute and remain in that position until the completion of the flourishes, ruffles, and march.

(2) When the cannon salute is rendered, individuals who are members of the official party and others in the immediate vicinity will conform to the actions of the person being honored. A cannon salute to the nation requires no individual action.

c. *Military funerals*.—(1) All persons in the military service in uniform or in civilian clothes, attending in their individual capacity or as honorary pall bearers, will stand at attention uncovered, with headdress held over the left breast, at any time the casket is moved by the casket bearers, and during services at the grave, including the firings of volleys and sounding of "Taps." During prayers, heads will be bowed. In case of extreme cold or inclement weather, they will remain covered and execute the hand salute in lieu of uncovering.

(2) Military personnel will come to the salute on the passage of a caisson or hearse bearing the remains as a part of a funeral procession.

■ 11. UNCOVERING.—Officers and enlisted men *under arms* uncover only when—

a. Seated as a member of or in attendance on a court of board.

Sentinels over prisoners do not uncover.

- b. Entering places of divine worship.
- c. Indoors when not on duty and it is desired to remain informally.
- d. In attendance at an official reception.

■ 12. PERSONAL COURTESIES.—*a.* Except in the field under campaign or simulated campaign conditions or during ceremonies, a mounted junior always dismounts before speaking to or replying to a dismounted senior.

b. When accompanying a senior, a junior walks or rides on his left.

c. Military persons enter automobiles and small boats in inverse order of rank and leave in order of rank. Juniors, although entering an automobile first, take appropriate seats in the car. The senior is always on the right.

■ 13. TITLES.—*a. Army of the United States.*—(1) Officially, a lieutenant is introduced as "Lieutenant" and is so addressed. The adjectives "first" and "second" are used only in official communications.

(2) In conversation and in nonofficial correspondence, a brigadier general, major general, lieutenant general, or general is referred to and addressed as "General." A lieutenant colonel, under like conditions, is referred to and addressed as "Colonel."

(3) Senior officers frequently address juniors as "Smith" or "Jones," but this does not give the junior the privilege of addressing the senior in any other way than by his proper title.

(4) Officers of the same grade generally address one another by their last names. In social intercourse, a certain amount of familiarity is usual. The courtesy and respect for others which govern gentlemen at any polite gathering are expected to prevail.

(5) Chaplains are officially addressed as "Chaplain" regardless of their grade.

(6) Cadets of the United States Military Academy and Army Air Forces are officially addressed as "Mister," and as "Cadet" in written communications.

(7) Warrant officers are addressed as "Mister."

(8) Members of the Army Nurse Corps are addressed as "Nurse."

(9) Noncommissioned officers are addressed by their titles, such as "Sergeant" or "Corporal," and privates as "Smith" or "Jones." Master, technical, and staff sergeants are all addressed as "Sergeant." In official communications, the full title of an enlisted man is used. In addressing a private or private, first class, whose name is not known, the term "soldier" is proper.

b. *United States Navy*.—(1) Officers of both line and staff are addressed officially by their full titles.

(2) Any officer in command of a ship, regardless of size or class, while exercising such command, is addressed as "Captain."

(3) In referring to or introducing captains in the Navy, it is customary to add after the name, "of the Navy," since the grade of captain in the Navy corresponds to the grade of colonel in the Army.

c. Relative rank between officers of the Army and the Navy:
General with admiral.

Lieutenant general with vice admiral.

Major general with rear admiral.

Brigadier general (no corresponding grade).

Colonel with captain.

Lieutenant colonel with commander.

Major with lieutenant commander.

Captain with lieutenant.

First lieutenant with lieutenant (junior grade).

Second lieutenant with ensign.

■ 14. OFFICERS' INSIGNIA OF GRADE.—*a. Army*.—See figure 8.

b. Navy.—See figure 9.

c. Marine Corps.—See figure 8.

d. Coast Guard.—See figure 10.

■ 15. VISITS TO WAR VESSELS.—*a*. A vessel of war will be approached and boarded by commissioned officers and visitors in their company by the starboard (right) side and gangway; all other persons will use the port (left) gangway. The commanding officer of the ship may alter this rule, if expedient.

b. In entering a small boat, the junior goes first and other officers follow in reverse order of rank; in leaving a small boat, the senior goes first and others follow in order of rank.

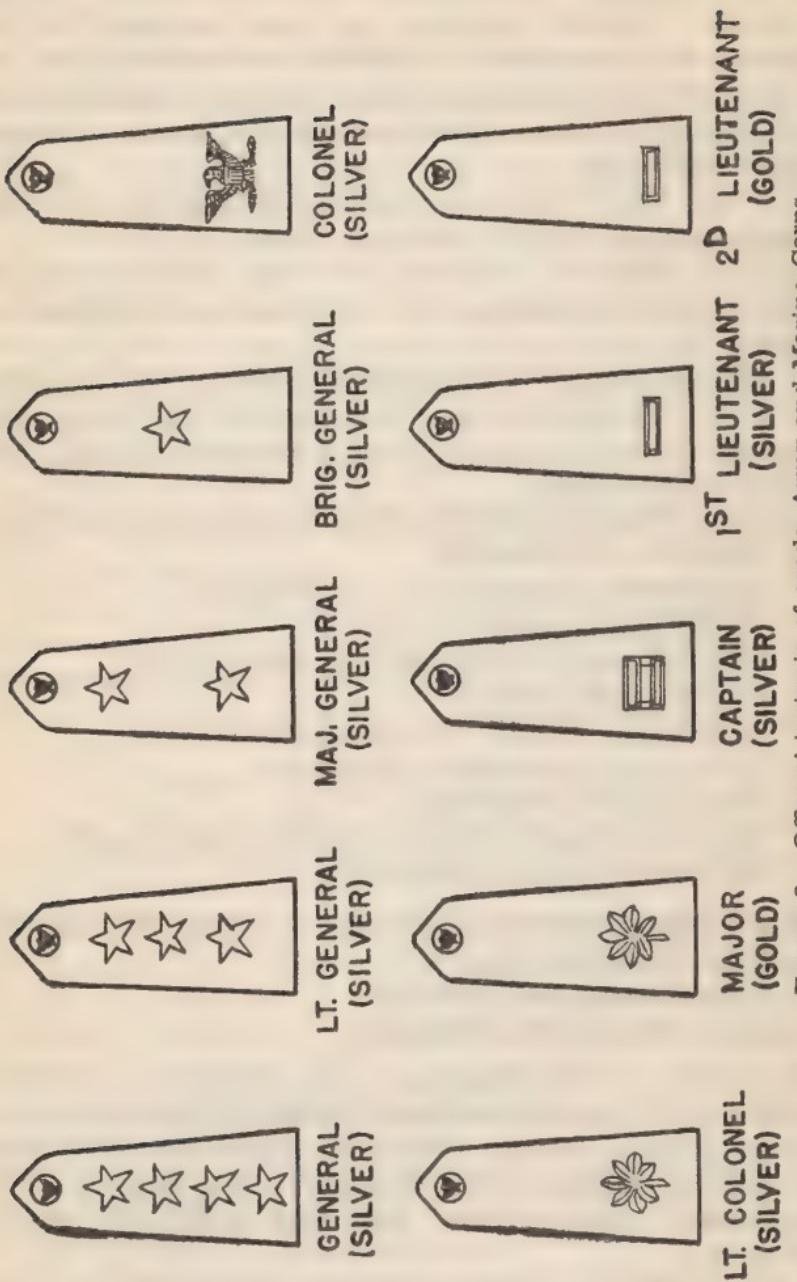


FIGURE 8.—Officers' insignia of grade, Army and Marine Corps.



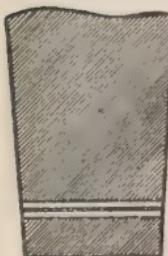
ADMIRAL

VICE
ADMIRALREAR
ADMIRAL

CAPTAIN



COMMANDER

LIEUT.
COMMANDER

LIEUTENANT

LIEUTENANT
JUNIOR

ENSIGN

FIGURE 9.—Sleeve ornamentation, Naval officers.



REAR
ADMIRAL



CAPTAIN



COMMANDER



LIEUT.
COMMANDER



LIEUTENANT



LIEUTENANT
(J.G.)



ENSIGN

FIGURE 10.—Sleeve ornamentation, Coast Guard officers.

c. An officer paying a boarding visit to a vessel of war or transport is met at the gangway by the officer of the deck.

d. The salutes to be exchanged upon boarding and leaving a vessel of war are prescribed below and conform to regulations of the United States Navy. All members of the Army visiting a vessel of war will conform.

(1) All officers and men, whenever reaching the quarterdeck either from a boat, from a gangway, from the shore, or from another part of the ship, will salute the national ensign at the stern of the ship. In making this salute, which will be entirely distinct from the salute to the officer of the deck, the person making it will stop at the top of the gangway or upon arriving upon the quarterdeck, face the stern, and render the salute, after which the officer of the deck will be saluted. In leaving the quarterdeck, the same salute will be rendered in reverse order. The officer of the deck will return both salutes in each case, and will require that they be properly made.

(2) The commanding officer will clearly define the limits of the quarterdeck; it will embrace so much of the main or other appropriate deck as may be necessary for the proper conduct of official and ceremonial functions. When the quarterdeck so designated is forward and at a considerable distance from the stern, the salute to the national ensign prescribed in (1) above will not be rendered by officers and men except when leaving or coming aboard the ship.

(3) The salute to the national ensign to be made by officers and enlisted men with no arms in hand will be the hand salute; the headdress will not be removed.

e. All officers in the party salute the national ensign, but only the senior renders or returns the salutes, other than that to the national ensign, given at the gangway of a naval vessel. (See AR 605-125 and FM 21-100.)

SECTION III CUSTOMS OF THE SERVICE

■ 16. VALIDITY.—Over the long period of our Army's existence, certain customs and practices have grown up through force of necessity. They have stood the test of time and are as effective and binding today as regulations. These

unwritten laws of the Army derive their force from the necessity and consent of those who comprise the service. Usually, the breach of one of these customs merely brands the offender as ignorant or thoughtless; but there are some, the violation of which will bring official corrective measures. The purpose of this section is to provide a source of information of the more common and well-recognized customs.

■ 17. CALLS OF COURTESY.—*a. General.*—The interchange of visits of courtesy between officers is of great importance, and the well-established customs of the Army in this respect will be scrupulously observed. Failure to pay the civilities customary in official and polite society is to the prejudice of the best interests of the service. Calls are made at a time convenient to the officer upon whom the call is to be made. As calling customs vary somewhat at different posts, camps, and stations, and since, in times of emergency, formal calls on the commanding officer only are required, it is wise to ascertain local practices from the adjutant. It is customary for officers to call on a new arrival as soon as he is situated so that callers can be received comfortably and without embarrassment. If the newcomer is married and his family is present, ladies call with their husbands.

b. Formal.—(1) Formal calls are those made in the discharge of an obligation. A formal call ordinarily should not exceed 15 minutes' duration. An officer should be exceedingly punctilious about formal calls. Calls should ordinarily be returned within 10 days.

(2) An officer arriving at a station, whether for duty or for a visit longer than 24 hours, will call on the appropriate commander at his office *without delay* unless directed otherwise by the adjutant. He ascertains from the adjutant what other calls are customary, when they should be made, and complies therewith. The official visits to the post and other appropriate commanders should be repeated at their residences during proper calling hours within 24 hours after arrival, unless informed officially that such calls are not desired. If the commander is married and his wife is present on the post, it is customary for the officer's wife to accompany him when he makes his call at the commander's residence. These calls are formal and ordinarily should last no

longer than 15 minutes. It is normally not necessary for the new arrival to make other calls until the officers of the battalion, regiment, or garrison have called on him.

(3) It is customary for all officers of a unit or garrison to call upon the commanding officer on New Year's Day unless instructions to the contrary are announced.

(4) An officer who is assigned or attached to a place and who is about to depart permanently therefrom makes a parting visit to his immediate commanding officer and to the commander of the post, camp, or station or higher unit. (See AR 605-125.) The making of "P. P. C." calls on friends prior to departure is also an established custom of the service.

c. *Calling hours*.—Inquiry should be made of the adjutant as to the normal calling hours in effect at the post, camp, or station concerned. Evening calls are usually made between 7:30 and 9:00 p. m.

d. *Dress when calling*.—Proper uniform or, when specifically authorized, civilian dress is worn. (See AR 600-35 and 600-40.)

e. *Calling cards*.—Calling cards are left when making formal calls. A man should leave one card for each adult member of the household, including guests. Ladies leave one card for each adult lady of the household. More than three of any one card should never be left, however, regardless of the number of people being called upon.

■ 18. MESSES.—a. The officers' mess is important as a meeting place of officers, and customs of the service have laid down strict rules regarding it. These rules vary at different posts and in different unit messes. However, in general, an officer never attends a meal unless he is properly dressed. The senior officer is the president of the mess and receives due consideration as such. Similarly, this same consideration may apply to the senior officer at any table in the mess.

b. Usually the evening weekday meal and the Sunday mid-day meal are formal except in the field. At these meals, it is customary in some messes to await the arrival of the senior officer before being seated. Normally, no one leaves the table until the senior officer present has finished his meal or otherwise excuses them. Exceptionally, when departure is necessary, the officer requests to be excused. If a member

of the mess arrives late, he expresses his regrets to the president of the mess before taking seat.

c. Discussion of orders of the commanding officer is out of order.

d. It is customary for officers of an organization and sometimes their families also, when invited, to eat holiday meals in the mess of their company, troop, or battery.

■ 19. SOCIAL FUNCTIONS.—a. It is customary for all officers to attend garrison social functions and to make them pleasant affairs. Procedure is similar to that at like civilian functions.

b. Officers of all grades make a point of presenting themselves to seniors, especially to their commanding officers and their families.

c. Visitors must not be neglected. They must be considered as guests of the assembled group. All officers must be solicitous for their entertainment and well-being.

d. Official subjects are avoided at these functions. In time of war, formal military social gatherings are curtailed to a great degree.

■ 20. GENERAL RULES.—a. Distinguished visitors, either military or civilian, are generally honored by appropriate receptions, either by the commander or by the officers of the garrison. Although such gatherings are primarily social, nevertheless they have an official aspect. Attendance is regarded as obligatory and absence therefrom should occur only for those reasons which necessitate absence from a military formation.

b. When the commanding officer says, "I desire," or "I wish," rather than, "I direct you to do so-and-so," this wish or desire has all the authority of an order.

c. Custom demands that officers be meticulous about their personal appearance and especially so when in uniform. Their behavior at all times must reflect only credit on the military service.

d. Officers should avoid the impolite practice of approaching a senior officer, whom they know or remember, without giving their names, on the assumption that he will remember them. To avoid mutual embarrassment officers should in-

troduce themselves by name and, by a brief statement, refresh his memory as to their former association. This rule also applies when approaching members of a receiving line.

e. In time of war, officers will wear the uniform at all times when out of doors, except when dressed for exercise in exercise clothes. The uniform will also be worn when dining at home if more than two guests are present.

f. In official relations, explanations are made only when called for by the senior.

g. Courtesy should be habitual. Courtesy to subordinates is as important as courtesy to superiors. Conversation between military personnel is conducted in the first and second person, except when making an official report.

■ 21. MISCELLANEOUS.—*a.* An officer of the Army is prohibited from using, or permitting others to use, his military title in connection with commercial enterprises of any kind.

b. Personnel of the Army are prohibited from soliciting contributions for gifts to those in superior official positions. Likewise no officer will accept any gift or present offered or presented to him as a contribution from any person in Government employ receiving a lesser salary than himself, nor will any officer, enlisted man, or civilian clerk make any donation as a gift or present to any official superior (AR 600-10).

c. The knowledge that a false official statement is not only a military offense but is contrary to the ethics of the military profession places personal and official responsibility for an official statement on a high level. Thus, an officer's official statement is usually accepted without reservation.

■ 22. DISPLAY OF THE FLAG.—The following procedure will govern the display of the national flag:

a. When not flown from a staff, the flag should be suspended flat, whether indoors or out. When displayed horizontally or vertically against a wall, the blue field is uppermost and to the observer's left (figs. 11 and 12).

b. When displayed over the middle of a street, the flag is suspended vertically with the blue field to the north in an east-west street, or to the east in the north-south street (fig. 13) and at such a height as to clear all traffic.

c. From a staff extending from a window, balcony, or front of a building, the blue field of the flag should be at the peak of the staff (fig. 14).

d. To indicate mourning from a stationary staff, the flag is placed at half staff (fig. 15).

e. When used to cover a casket, the blue field is at the head and over the left shoulder of the deceased (fig. 16). The casket should be carried feet first and the flag must not be lowered into the grave or allowed to touch the ground.

f. The flag is folded, when not in use, as indicated in figure 17.

g. When used on a speaker's platform, the flag, if displayed flat, should be above and behind the speaker, but if flown from staff should be at the speaker's right (fig. 18).

h. In church, if in the chancel, the flag is at the clergyman's right as he faces the congregation, and the church or other flag is at his left (fig. 19). If outside the chancel, the flag is at the right and front of congregation as it faces the clergyman. Other flags should be at the congregation's left.

i. In a procession with a line of other flags, the American flag is in front of the center of the line (fig. 20).

j. In a procession with a single other flag, the American flag is on the marching right (fig. 21).

k. To indicate mourning when flag is on a small staff, as when carried in a parade, two streamers of black crepe of size commensurate with flag are attached to peak by the blue field in such a position that they will suspend freely (fig. 22).

l. The flag never shall be used as drapery in any form. For drapery, use bunting of red, white, and blue (fig. 23).

m. When the American flag and those of other nations are flown from adjacent staffs, the American flag should be at the right end of the line or to the observer's left (fig. 24). When flown with flags of other nations, all staffs should be of equal height and the flags of equal size so far as possible. International usage forbids display of one national flag above that of another in time of peace. Where the American flag is one of several flags flown on adjacent staffs, it will be hoisted first and lowered last.

- n.* When flown on the same halyard with flags of States, cities, or societies, the American flag will be at the top (fig. 25).
- o.* When crossed with another flag against a wall, the American flag is on the observer's left and its staff crossed in front of the staff of the other flag (fig. 26).
- p.* In a group of flags of States, cities, or societies, all displayed from staffs, the American flag should be at the center of and at the highest point in the group (fig. 27).
- q.* On a float in a parade, the flag must be displayed from a staff (fig. 28).
- r.* On an automobile, the flag staff may be fastened to the bumper bracket as it is on the car of the President of the United States. It may be fastened to a small radiator ornament. It may, if on a staff, be fastened to the grill work in front of the car. A very small flag may be attached to the top of the radio aerial (fig. 29).
- s.* When suspended over a sidewalk by a rope, extending from a house to a pole at the edge of the sidewalk, the blue field will be adjacent to the pole (fig. 30).
- t.* Soiled, torn, or badly faded flags should never be displayed. They should be destroyed by burning privately.
- u.* The flag should never be used as a costume or dress, should never be used on a car except attached to a staff, should never be used in any form of advertising, nor should it be lettered.
- v.* The national flag is never dipped in salute nor is it ever permitted to touch the ground.
- w.* No letter is ever placed upon the flag.

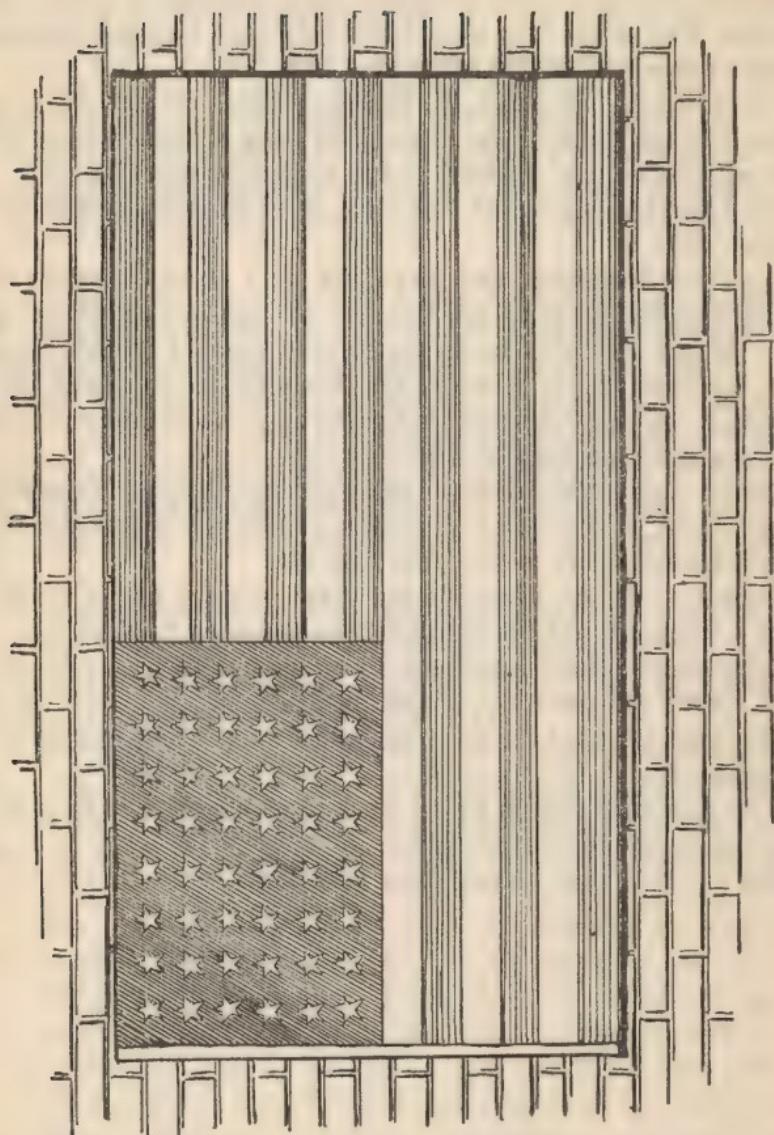


FIGURE 11.—Horizontal on wall.

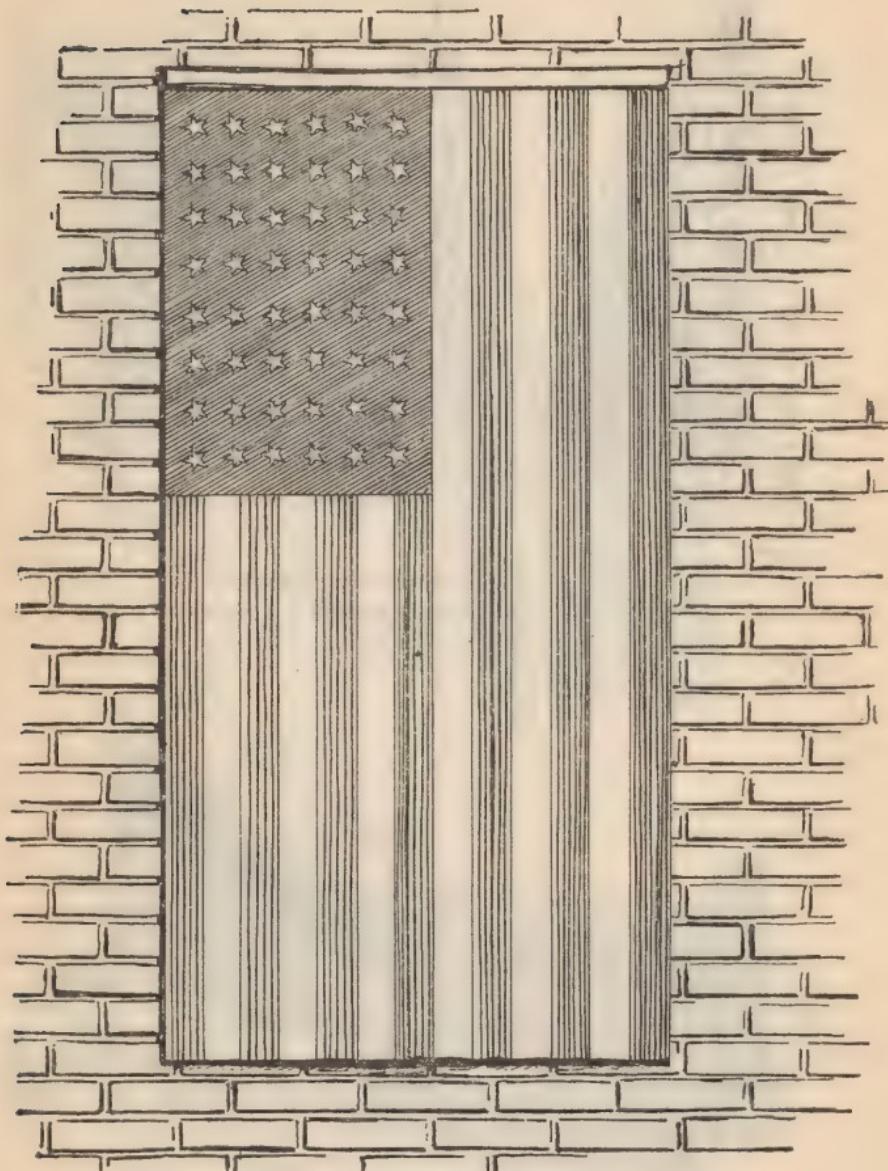


FIGURE 12.—Vertical on wall.

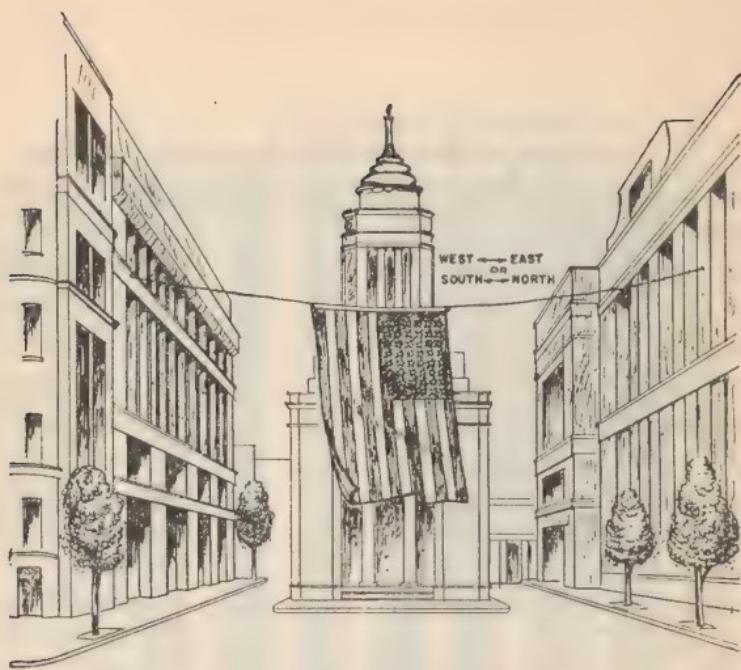


FIGURE 13.—Suspended across a street.

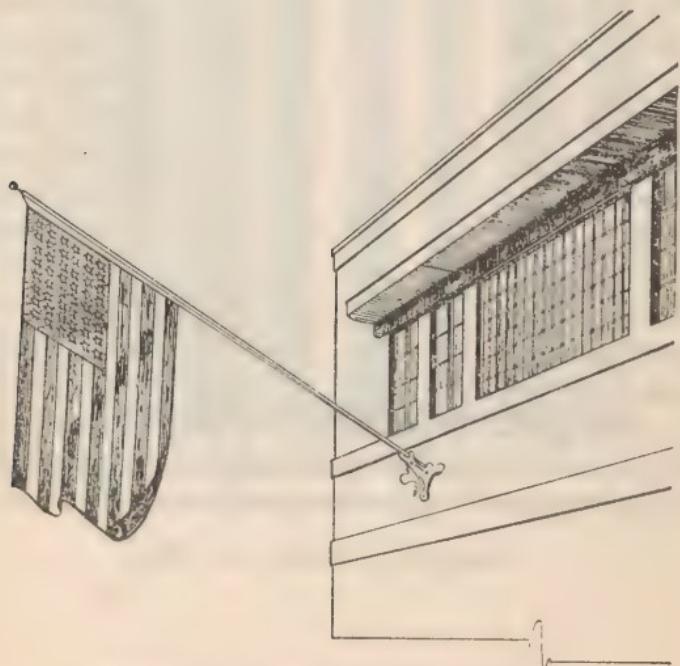


FIGURE 14.—Horizontal on a staff.

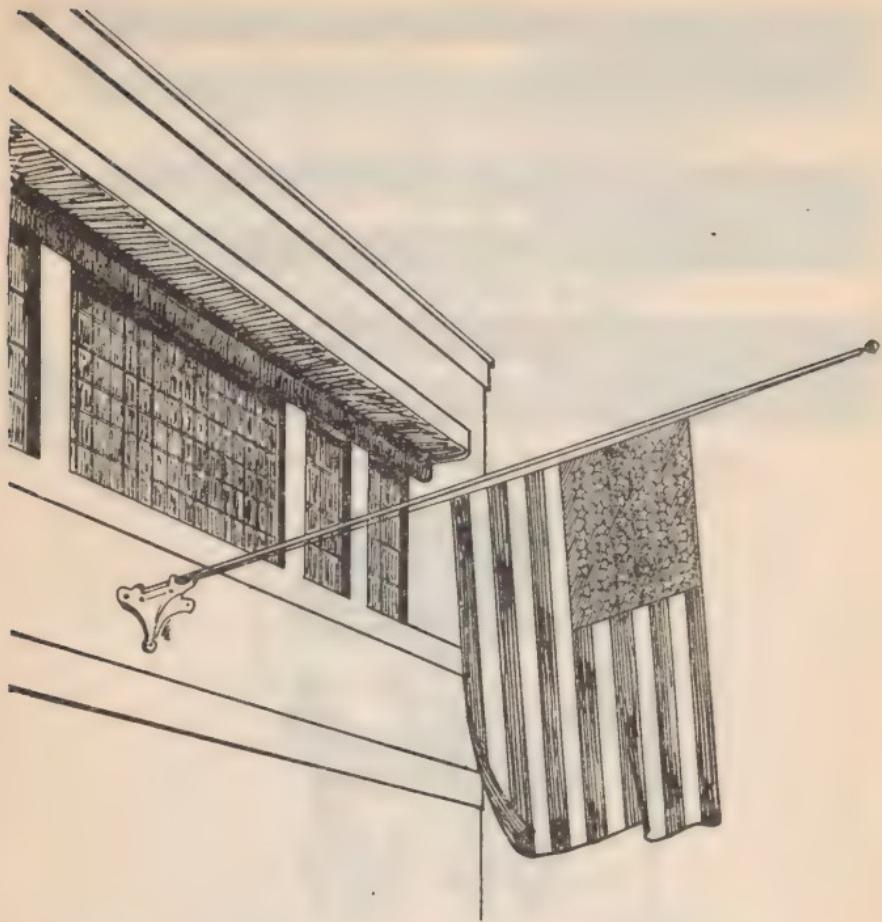


FIGURE 15.—Half staff.

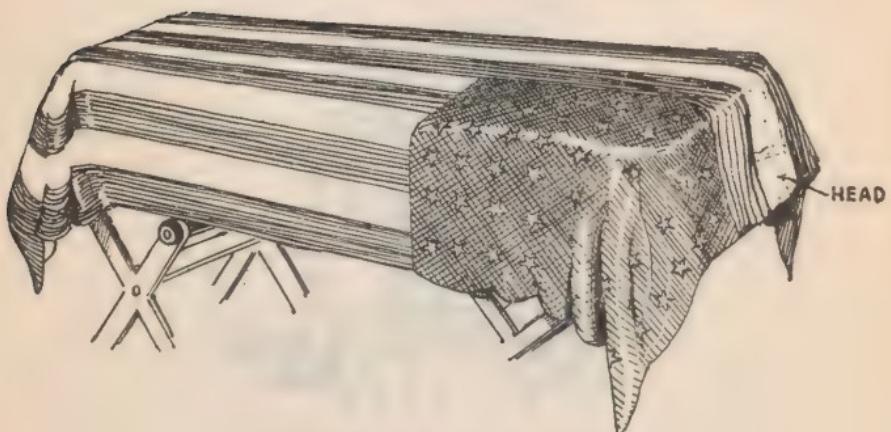


FIGURE 16.—On a casket.

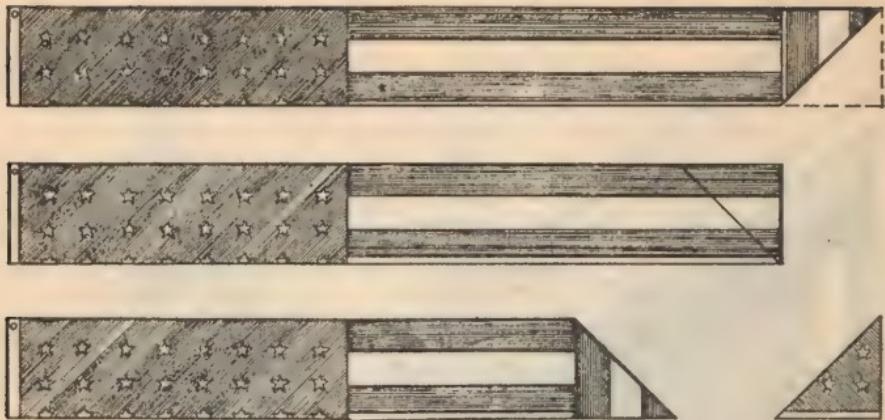


FIGURE 17.—Manner of folding.

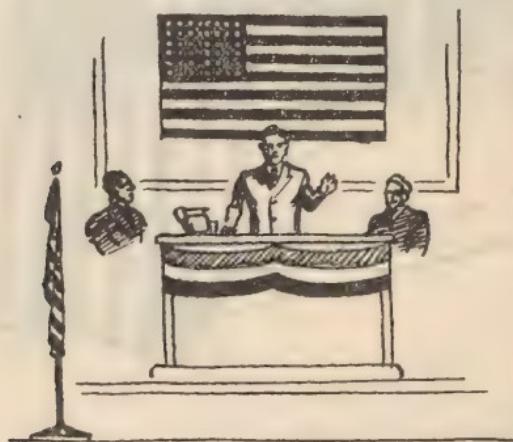


FIGURE 18.—On a speaker's platform.



FIGURE 19.—In church.



FIGURE 20.—In a procession with other flags.



FIGURE 21.—In a procession with single other flag.



FIGURE 22.—To indicate mourning.



FIGURE 23.—Bunting as drapery.

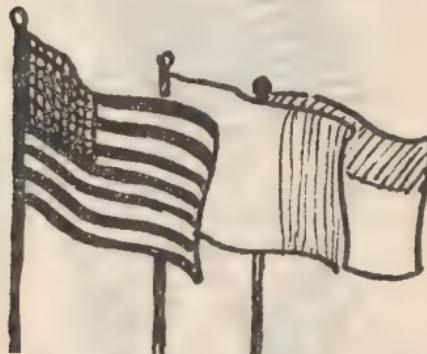


FIGURE 24.—With flags of other nations.



FIGURE 25.—On halyard with other flags.



FIGURE 26.—Crossed with another flag.

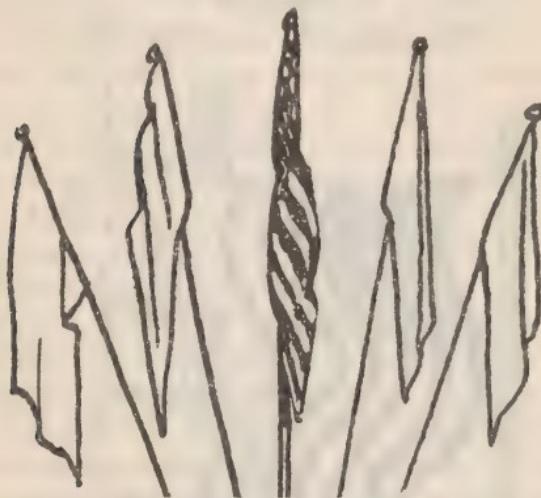


FIGURE 27.—In a group with other flags.

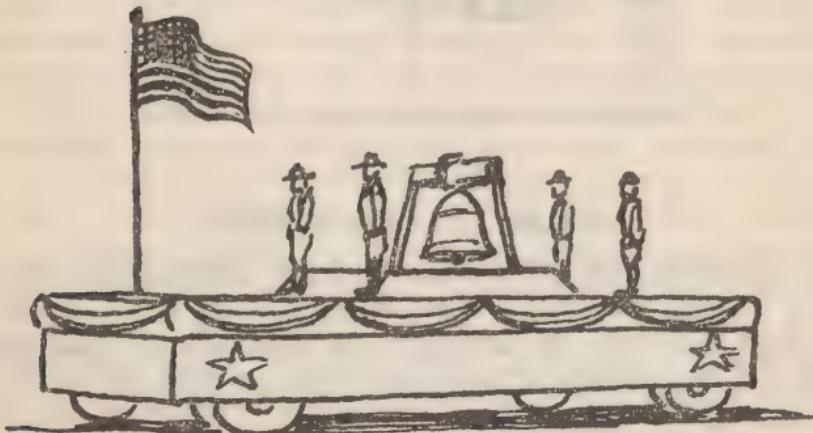


FIGURE 28.—On a float.

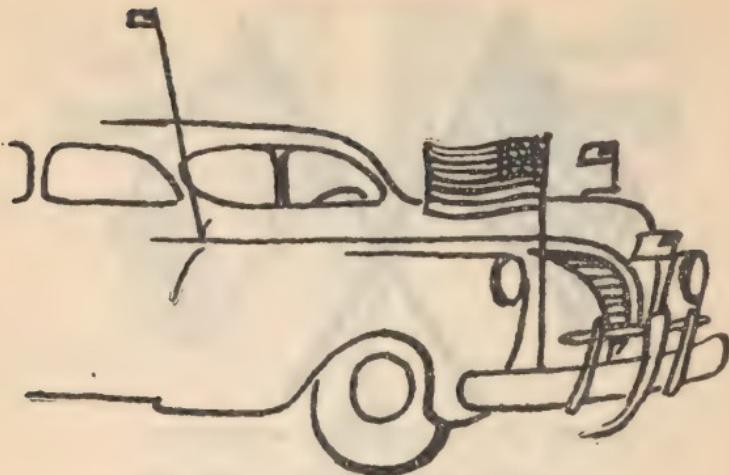


FIGURE 29.—On an automobile.

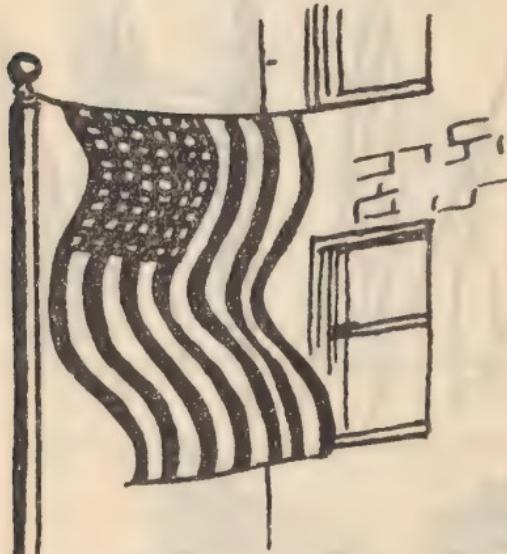


FIGURE 30.—Suspended over a sidewalk.

SECTION IV GUIDES TO LEADERSHIP

■ 23. INTRODUCTION.—The basic factor of leadership is character. Since the initial selection of leaders for our Army is based primarily on demonstrated qualities of character, it is not the purpose of this section to describe methods of developing the character of the leader. However, the influence of the leader is transmitted to his men by his manner

and by his actions, and since these are controlled to a large degree by his knowledge of the methods of handling men, there is much in this regard which can be learned by the untrained military leader. Although skill in the handling of troops must be developed by experience, the learning process is greatly expedited by knowledge of time-tried methods. It is the purpose of this section to state briefly certain principles and methods which are generally recognized in our Army as essential to successful leadership.

■ 24. SETTING A GOOD EXAMPLE.—*a.* Absolute loyalty is fundamental, and that loyalty should extend downward as well as upward. If by actions or words you are disloyal to your superiors, your men will doubt your loyalty to them, and their loyalty to you will suffer correspondingly.

b. Cultivate the habit of looking for and emphasizing the brighter side of things, and you will have cheerful subordinates. A well-placed witticism or joke obtains an immediate response from the American soldier. Don't be a "knocker" or a critic. When once a matter has been settled, put your energies into the question of how you can best carry out both the spirit and the letter of the order.

c. The leader should set his subordinates an example of courtesy. A courteous manner in dealing with your men will increase their self-respect and increase their respect for you.

d. You must demonstrate that the authority of your grade is deserved through moral worth. Moderation in the use of intoxicants naturally follows as an important precept. Excesses on the part of an officer in matters of sex, gambling, and incurring debts indicate poor judgment and instability, and forfeit the respect of superiors and subordinates alike.

e. The use of profanity and obscenity by an officer is inexcusable. The use of a good "cuss word" now and then for the purpose of relieving one's feelings is an old American custom which is well understood, but to swear at a soldier is a different matter. It is bitterly resented by him since it impairs his self-respect and he has no means of retaliation.

f. Cultivate a calm, controlled manner, especially when things go wrong. The morale of your men is heightened when they see that their leader neither looks nor acts worried, even though they know he has every reason to be.

■ 25. KNOWLEDGE.—*a. Forethought and preparation.*—Experienced officers prepare themselves in advance for every task. A true leader must foresee each possible contingency in administration and training and make his plans to meet it. This thinking and anticipating with its resulting power of quick decision, should be a matter of constant practice in the daily routine. Wasted time and duplication of effort through lack of decision will soon disgust your men.

b. Study.—Avail yourself of every opportunity for acquiring knowledge of your profession, with special emphasis on the technique of the weapons and equipment assigned to your organization. Suitable knowledge can only be acquired by study far beyond the ordinary daily routine. Make FM 100-5 your bible—it is the basic doctrine upon which all other tactical texts are based. Study the Basic Field Manuals pertaining the organization, tactics, and technique of your arm or service, and the Technical Manuals covering the operation, care, and maintenance of the weapons and transportation assigned to your organization. A complete list will be found in FM 21-6, along with instructions as to means of securing them if they are not in your organization library. Don't ever try to bluff—your men will sense it immediately. It is much better to admit your ignorance of the subject in question, and then take steps to acquire the information. You are not expected to know everything, but you are expected to be honest.

■ 26. KNOWING YOUR MEN.—*a. The environment and education of the average American soldier have laid great emphasis on his value as an individual; in order to get the most out of him, you must treat him as such. Make it your business to know the name, habits, peculiarities, and social background of every man in your organization. Let all your direct dealings with him be influenced by this knowledge. Such knowledge can be acquired by observation of men during rest periods, at supervised athletic formations, and by study of military records.*

b. Always make a point of attending all the social functions of your men to which you have been invited. Whenever possible be present at athletic games in which your unit is participating—there is no better way of getting to know your men or of showing your interest in them.

■ 27. CARE OF MEN.—*a. Reception.*—It is very important that new men are given a good reception. Whenever their arrival can be anticipated, it is your duty to insure that every provision is made for their comfort. As soon as possible, call them into the orderly room, put them at ease, and by appropriate questions inform yourself as to their abilities, background, and experience. Such information will be invaluable to you later, and your interest in them as individuals will increase their self-respect. Give them all the immediate information they need to adjust themselves to their new environment, and indoctrinate them in the standards and traditions of the organizations.

b. Mess.—The health and happiness of men depend to a very large degree on the quality of their mess. All organizations receive the same *rations*, but the best *meals* are served in those whose officers take the trouble to see that the food is properly prepared and served. Frequent inspections should be made of kitchen and mess hall, and all company officers should frequently eat in the company mess. When things are going well, don't forget to commend the mess personnel—spur them on toward further improvement. The serving of a hot meal in the field very often requires ingenuity and trouble on your part but, as a means of sustaining morale, it has no equal.

c. Uniforms.—In caring for your men, see that they are adequately clothed and that their clothing is maintained in good condition. Frequent inspections should be made to insure that each man has in his possession the clothing that has been issued to him. You should see that clothing is issued to new men as promptly as possible, and that it is well fitting and comfortable. Above all, be sure that facilities for shoe repair, laundry, and dry cleaning are available and reasonable in cost.

d. Health.—The size of the sick call turn-out is a good indication of the unit's efficiency. Train your men in personal and military hygiene, and be constantly on the lookout for conditions that are conducive to poor health. Frequent inspection should be made of men's latrines and bath arrangements. When your men are cold and wet, never rest until they have been provided with warmth and shelter.

In matters of sex behavior, an officer must give his men what advice he can, keeping constantly in mind that drink, boredom, ignorance, bad companions, and absence from home influences are the main causes for sex immorality. See that they view TF 8-154 (Sex Hygiene). In the case of youngsters away from home for the first time, it is especially important to sustain in them the desire to live according to home standards. Don't hesitate to give them the advice you should like given to your son or brother under similar circumstances.

■ 28. SERVICE FOR YOUR MEN.—*a. Welfare.*—It is a grave mistake to try to gain popularity by undue familiarity, coddling, or currying of favor. However, there are many services which you can and should render. Enlisted men with financial troubles at home will deeply appreciate your advice and aid in answering private correspondence. In cases of sickness and death in the family of one of your men, it is your duty to arrange for an immediate furlough, and to assist him in securing special aid from the American Red Cross or other relief agencies. When a man becomes sick and is sent to the hospital, visit him frequently, arrange for such personal articles as he might need, and, if he is unable to write, see that his family or friends are notified.

b. Complaints.—It is important that you keep yourself accessible at all times to the men of your unit. Give thoughtful consideration to complaints. The man who makes a complaint thinks he has suffered an injustice. If he has, the fault should be remedied; if not, his faulty impression should be corrected at once. In this way, no real grievances or unsound complaints will be allowed to develop.

■ 29. KEEP MEN INFORMED.—In all phases of administration, training, and operations, make every effort to keep your men informed. Nothing irritates American soldiers so much as to be left in the dark regarding the *reason* for things. There is much about Army life that is new to the majority of them—old customs and traditions, and strange ways of procedure for which there are good and cogent reasons. Don't "talk down" to them, but explain in terms and illustrations with which they are familiar. Make them feel that the work in which they are engaged is important by showing them the

relation between it and the large picture of the national effort. This can be done by giving short talks from time to time on material gleaned from civilian publications as well as from special material furnished by higher headquarters.

■ 30. ESPRIT DE CORPS.—Sound psychology and long experience indicate that the American soldier responds best to leadership which appeals to his pride in himself and his organization. You must make every effort to build up his self-respect by laying emphasis on the proud traditions of the soldier in general and of your organization in particular. Insist on smart outward bearing, neatness in dress, and physical fitness—they are the prime indices of a good outfit. Don't forget that the responsibility is yours to set the example. If your men are to compete in a drill or athletic contest, do everything in your power to insure that the unit makes a good showing. Set high standards in the performance of all duties, and insist on their attainment. Your men must be convinced that their outfit is the best in the regiment, and that the responsibility for its good name rests on every member of it.

■ 31. REWARDS, FURLoughS, AND PROMOTIONS.—*a. Rewards.*—Don't be stingy with praise when it is merited. "A pat on the back" in the form of recognition of a task well done, when judiciously and impartially administered, will go a long way to sustain a subordinate's self-respect.

b. Furloughs.—Army Regulations, subject to restrictions of maneuver and campaign, contemplate that a soldier should be granted a furlough from time to time. This privilege is very dear to him, and you should give your personal attention to insuring impartiality in keeping the leave roster. Make a point to give a soldier going on furlough a cheery send-off, and be sure to note his return by an inquiry as to how he found things at home. Often it is necessary to assist soldiers going on leave by special arrangements for early pay, for transportation, or for other concessions. Such arrangements merit the unit commander's personal attention.

c. Promotions.—Promotions are a potent means of showing your appreciation of faithful performances of duty. Since the manner in which promotions are made gives the company

a good occasion to pass on the judgment of the company commander, it is important that you never permit yourself to be deceived by false pretenses of any sort. Give careful consideration to recommendations from subordinate leaders, but the determining factor in the selection should be your own estimate of the man's worth. Well-considered and justified promotions will go a long way toward sustaining the respect and loyalty of your subordinates.

■ 32. DISCIPLINE AND PUNISHMENT.—*a.* Discipline cannot be founded on the fear of punishment alone—such discipline seeks to compel adjustment and only arouses opposition. True discipline is based on willing cooperation, which springs from knowledge, idealism, and a sense of duty. Punishment, then, should serve only as a powerful means of reminding the petty offender that he is acting against the interests of the group, or of eliminating entirely the contamination of the few incorrigibles.

b. The first rate officer avoids petty punishment. If you must punish, punish hard and promptly, after fair warning. You *must* be severe on occasions, but the less often this occurs, the more effective it will be.

c. As far as possible use company punishment—time in confinement in the guardhouse is valuable training time lost. By avoiding the use of outside means for discipline, you will gain the respect of your men and avoid exposing the petty offenders to the bad influences of guardhouse addicts.

d. Make certain the punishment is fitting to the offense and to the individual, considering his age, length of service, and personal characteristics. Most purely military offenses do not involve moral turpitude, and harsh treatment often magnifies them far out of their true proportions.

e. Don't lose your temper; in administering punishment be calm, impersonal, and dignified; when disciplinary action is taken in this manner, the American soldier appreciates the fact that you are only acting in your capacity as the leader of the group, and will harbor no resentment or ill will toward you as an individual. Never humiliate a soldier in the presence of his equals when it can be avoided—when censure is necessary, administer it privately. Avoid using sarcasm; a soldier will resent it since it is a weapon which

takes unfair advantage of his relation to you. In administering a rebuke, appeal to the soldier's pride in himself and point the way to atonement. Be sure to indicate to him that his misconduct casts reflection on the organization—in organizations with a lot of "esprit de corps" such action alone will often suffice to put him straight.

f. Routine duty should never be awarded as punishment. One of the most common violations of this principle is the awarding of kitchen police as company punishment. Such practices tend to lower the respect of the men for the duty, and also detract from the punishment.

■ 33. HANDLING OF NCO's.—a. The noncommissioned officers are the backbone of the American Army—our company organization provides for delegation to them of responsibility and authority, and efficient administration requires it. It is your duty to develop among your noncommissioned officers genuine respect for their positions, and pride in their chevrons. Encourage initiative and self-respect by frequent conferences with them on administrative and training problems—give them definite responsibilities for the training and work of the men under them. Insist that they exercise their authority properly and then stand back of them through thick and thin. Tell them "what" you want done by clearly announcing your plans and policies, but don't destroy their initiative by telling them "how." The ultimate goal is a group of NCO's who will always be glad to obey when obedience is called for, and who are capable of taking the initiative when the occasion demands such action.

b. Check up on your NCO's from time to time; do not rely entirely on them for your knowledge of conditions within the unit. It is important that you provide an understudy for every key position in the organization. Do not let an NCO feel that he has a permanent job regardless of effort—if he falls down on the job, relieve him promptly. If criticisms and corrections are necessary, reserve them until an opportunity is presented for a talk with the NCO away from the presence of his men.

c. Indoctrinate your NCO's with the principle that their orders *must* be couched in proper language. Do not tolerate a bully or a martinet, or one who uses abusive, filthy language.

Any red-blooded American soldier instinctively resents abuse, and it often drives him to acts of apparent insubordination when, as a matter of fact, he is actuated principally by a hatred for the NCO who, under the cloak of authority, has violated the American principles of fair play.

■ 34. PERSONAL ATTITUDES.—Do not lose your sense of humor or sense of proportion. There is a tendency on the part of a few officers to think too much of the personal benefits which they might derive from their status as an officer. In the interests of good discipline, officers are required to wear distinctive uniforms, to live apart from their men in garrison, and to confine their social contacts to other officers. But do not make the mistake of thinking of yourself as a superior individual; rather regard yourself as one who has been accorded certain aids in order that he might best carry out the responsibilities of his office. In your relations with your men in the field never demand any bodily comforts for yourself which are denied to them. Think of yourself only after your men have been cared for. Through unselfish service, earn the respect and loyalty of your men, and they will cheerfully and willingly "take care of the old man"—that is the essence of the American system.

■ 35. SUMMATION.—The American Army of today is a new army; under the inspiration of good leadership, it will become an effective fighting force. The immediate responsibility for this leadership, necessarily, rests on the shoulders of young officers of company grade. The foregoing paragraphs were designed to render practical assistance in exercising this great responsibility. Approach your duties in a humble spirit, with the firm intention of taking every opportunity for acquiring the broad knowledge necessary to success. In your personal life, live up to the standards of an old and honorable profession. Be loyal to your superiors; firm, impartial, and human in your dealings with subordinates; diligent in duty. Be a leader in the true American tradition, by always setting the example.



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